

STRATEGY
RESEARCH
PROJECT

The views expressed in this paper are those of the author and do not necessarily reflect the views of the Department of Defense or any of its agencies. This document may not be released for open publication until it has been cleared by the appropriate military service or government agency.

PUBLIC AFFAIRS IN THE 21ST CENTURY

BY

LIEUTENANT COLONEL MICHAEL J. BURBACH

**SENIOR SERVICE COLLEGE FELLOW, U.S. ARMY
TUFTS UNIVERSITY**

DISTRIBUTION STATEMENT A

**Approved for public release
Distribution is unlimited**

USAWC CLASS OF 1999



U.S. ARMY WAR COLLEGE, CARLISLE BARRACKS, PA 17013-5050

USAWC Research Project
“Public Affairs in the 21st Century”

**LTC Michael J. Burbach
Senior Service College Fellow (USAR)
1999**

**Fletcher School of Law and Diplomacy
Tufts University**

Disclaimer

The views expressed in this paper are those of the author and do not necessarily reflect the official policy or position of Department of the Army, Department of Defense, the U.S. Government, or any of its agencies.

DISTRIBUTION STATEMENT A:
Approved for public release.
Distribution is unlimited.

Abstract

AUTHOR: LTC Michael J. Burbach

TITLE: Public Affairs in the 21st Century

FORMAT: Strategy Research Project

DATE: 29 Apr 99 **PAGES:** 36 **CLASSIFICATION:** Unclassified

Public affairs is enjoying a renaissance in the Army, an awakening that holds bright promise for the 21st century. In 1997, for example, U.S. Rep. Ike Skelton (D-Mo.) proposed legislation to create a PA branch, recognizing the unique mission and training needs of public affairs. Officer Personnel Management System (OPMS) XXI allows public affairs officers to formally single track upon selection to major and remain competitive for future promotions. Public affairs is a key component of Information Operations, an evolving combat multiplier. Reserve Component (RC) assets are being used at an unprecedented pace. More PA units will be added to the Total Army force structure over the next five years. "We need to reconnect the Army with the American people," says Maj. Gen. John Meyer, Chief of Army Public Affairs, "and continue to improve the Army culture toward media relations." What will change significantly in the 21st century is battlefield control of the media as technology, press freedom and market demand increase, and media tolerance for pooling decreases.

This paper looks at the heightened importance of Army public affairs in three ways:

- 1) Examines the Army-media relationship;
- 2) Provides an overview of major personnel, materiel, training and organizational changes taking place within the PA profession;
- 3) Suggests ways to improve how the Army conducts public affairs.

Table of Contents

<u>Text</u>	<u>Page</u>
Introduction	1
Army-media relations	2
Personnel	8
Doctrine	14
Training	18
Public Affairs Proponent Activity	24
Initiatives	26
Equipment	27
Structure	29
Recommendations	31
Conclusion	35
 References	
Endnotes	37
Bibliography	40

Public affairs (PA) is enjoying a renaissance in the Army, an awakening that holds bright promise for the 21st century. In 1997, for example, U.S. Rep. Ike Skelton (D-Mo.) proposed legislation to create a PA branch, recognizing the unique mission and training needs of public affairs.¹ Officer Personnel Management System (OPMS) XXI allows public affairs officers to formally single track upon selection to major and remain competitive for future promotions. A significant number of professional education courses in the Army, both enlisted and officer, are teaching public affairs values and skills, emphasizing the importance of talking to, not fearing, the media. Public affairs is a key component of Information Operations, an evolving combat multiplier. Reserve Component (RC) assets are being used at an unprecedented pace; over 68 percent of all RC public affairs units have mobilized for operations in Bosnia since late 1995.² More PA units will be added to the Total Army force structure over the next five years.³

“An Army compelled to fight and win in the Information Age has no option but to leverage Public Affairs and derive its maximum contribution to combat power,” notes FM 46-1, *Public Affairs Operations*, the profession’s bible, updated in 1997.⁴ Battlefield prowess is not PA’s only front. “We need to reconnect the Army with the American people,” says Maj. Gen. John G. Meyer, Jr., Chief of Army Public Affairs, “and continue to improve the Army culture toward media relations.”⁵

This paper looks at the heightened importance of Army public affairs in a three-prong approach:

- 1) Examines the Army-media relationship.

2) Provides an overview of major personnel, materiel, training and organizational changes taking place within the PA profession.

3) Suggests ways to improve how the Army conducts public affairs.

Army PA cannot take a passive approach to the change occurring in our environment. If PA wants to modernize for the 21st century, we must make management of our functional area a top priority. We must revolutionize the way we think, plan and conduct public affairs.⁶

Army-media relations

The mission of public affairs, at its core, will not change as the Army enters the new millennium and implements force modernization initiatives. Public affairs will continue to keep the American people and the Army community informed, and help establish the conditions that lead to confidence in America's Army and its readiness to conduct operations in peacetime, conflict and war.⁷ "Our success as an institution depends in large part on the degree to which all leaders communicate to the American people through the news media," wrote Army Chief of Staff Gen. Dennis Reimer in a September 1998 letter to senior leaders. "Our return on investment is in direct proportion to the time and effort we invest in media relations."⁸ Napoleon, almost 200 years ago, put the issue even more succinctly: "Four hostile newspapers are more to be feared than a thousand bayonets."⁹ That adage is especially true today as the number of Americans and journalists with military experience dwindles and the post-military draft generation comes of age. "Where do the American people get their perception of the military as a dedicated organization, as a professional organization?" asked Lt. Gen. Jay Garner at a 1997 military-media conference. "They get that from news media reports."¹⁰

What will change significantly in the 21st century is battlefield control of the media as technology, press freedom and market demand increase, and media tolerance for pooling decreases.¹¹ Any attempt to exclude or hinder media coverage of future military deployments (with the exception of special operations) will be counterproductive to U.S. strategic and operational interests.¹² "We in uniform need to learn how to deal with the media and get over our reticence to engage the media,"¹³ stresses Reimer, who has distributed at least four letters to the field advocating proactive public and media relations.

There are continuous efforts on both sides to make the military-media marriage work. In September 1998 the Army hosted its first Senior Leader Media Conference at Carlisle Barracks. The conference paired Army leaders and prominent reporters for frank discussions about the importance of ground forces to our National Military Strategy and the military-media relationship. The Robert R. McCormick Tribune Foundation has sponsored four military-media conferences since the Gulf War. At the 1997 conference, *USA Today* reporter Steve Komarow, who covered the Pentagon, said the military-media relationship is at an odd juncture. "There is no longer a war going on between the military and the media. Instead, we've sort of grown apart. The generation of newsmen who had vast military experience has largely cycled out of the newsrooms. ... Does this mean there's an anti-military bias? No, I don't think so. It means there's a lack of understanding."¹⁴ A TV colleague, Mark Brender of ABC News, agreed in principle. "One of the dangers is, when there's a crisis in the Pentagon, you have a lot of reporters parachuting in who have no idea of what the issues are and what's going on. They just got finished covering the UPS strike or something, and now they're covering peace-making operations in Bosnia from the Pentagon -- that's a danger."¹⁵ That point was countered

by an unidentified print journalist. "Good reporters don't need military training. ... we (can) become instant experts. Technology has helped us do that. ... A good reporter knows how to do the job, regardless of whether they're covering the military or a union strike."¹⁶

Col. Barry E. Willey, public affairs officer for the U.S. Special Operations Command, says military-media antagonism is natural and beneficial. "Learning to nurture that mutual enmity -- building on similarities and mutual interests and recognizing differences -- can create a trust and confidence between the two that results in fairer media coverage of the military and greater access by the media."¹⁷ Col. Richard Mullery, lesson author for Media Day at the Army War College, writes in his syllabus: "Military professionals must understand the role of the media as a national institution and the relationship of the military and the media in the context of a free society. ... As future players in the national security policy process, you will have opportunities to help further refine the relationship of the media to the military instrument of national power."¹⁸

It is important for the military to understand that good policy and good execution will usually result in good stories. The straight, truthful story will spin itself in your favor. Don't sweat the spin. Work the issues wisely. When you get a critical story, the best thing you can do is read it. The worst that can happen is that a reasonably honest and reasonably competent reporter teaches you a thing or two.¹⁹

Today's computer-savvy public can bypass the traditional media for information on military issues, sometimes with mixed results. "The trends are toward multimedia, hypertext, and more primary, direct-from-originator-to-you messages -- and toward inaccuracy," warns Larry Seaquist, an international security strategist.²⁰ Television, the primary

news source for many Americans, often cannot provide in-depth analysis of complicated national security issues. The 22-minute news broadcast by the networks is equivalent to the newsprint found only on the front page of most newspapers, according to consultant John W. Rendon, Jr.²¹

Adding real-time information age technology to the Army's PA axiom of "maximum disclosure, minimum delay" has drawbacks. Retired Maj. Gen. William Nash criticized the military's openness about NATO bombings of Serbia in March 1999. "(Commanders) tell the media so much that it loses meaning. The daily briefings are becoming cheerleader sessions. It makes it all a bit awkward, and a bit dangerous. Some of this is a sincere desire on the military's part to cooperate with the media. And some of it is a new vogue in international relations, which is to talk to the other side through live television."²² Barrie Dunsmore, a diplomatic reporter for more than 30 years at ABC News, said the government is justified in restricting the media to preserve national will or protect operational security. "In the final analysis, live coverage from the battlefield is not protected by the First Amendment. Nor is it synonymous with the public's right to know."²³

The media's impact on operational security has long been a military concern, dating at least to the Civil War: "(Famed Civil War photographer Matthew Brady) had an uncanny knack of knowing where the fighting would start. Soldiers dreaded the sight of Brady arriving on the scene for they knew that soon thereafter the shooting would begin."²⁴ Fortunately, the high-speed communications of the global information environment (GIE) does not automatically create operational security violations. Reporters have proven themselves to be trustworthy in numerous cases involving prior access to classified plans,

Haiti being one example.²⁵ "God, the last thing I want on my personal conscience or my professional resume is that he caused the death of one, say nothing of 100 or 1,000 or 2,000 American lives, because in his zeal to get on the air, he spilled secrets," said Tom Brokaw of NBC Nightly News.²⁶

The military's joint doctrine on public affairs recognizes that the media help commanders communicate with all important audiences (to include Serbian leader Slobodan Milosevic in the Kosovo operation).²⁷ "The effects of TV, video, and global communications on conflict management in the 21st century will extend far beyond the relationships of TV news and the military," wrote Frank Stech in *Parameters*. "CNN war provides the first and clearest signs, however, of the implications of global TV for national policymaking and military operations."²⁸

What does all this mean to Army public affairs professionals? For one, the Army must be proactive to counter the flood of information available to the international audience. "Let the people know the facts and the country will be safe," advocated Abraham Lincoln.²⁹ Technology and media competition today almost guarantee the story will be published quickly. The Army is best served by releasing timely, accurate information to keep media (and Internet) accounts accurate. Embedding media in military units, in peacetime and conflict, is beneficial. "I was very comfortable with the 'embedded media' (in Bosnia)," said Nash. "I found most reporters to be extremely honorable and competent -- and nice folks as well. ... The vast majority of the media ('embedded' or not) were well informed. It was my observation that the ones who had done their homework were enjoyable to work with and produced the best copy."³⁰

At times a more preemptive approach is effective (as the Army did with the Aberdeen sex scandal story, noted Meyer). “As an institution we should be more aggressive in providing what I loosely call ‘counterfire’ when people ‘attack’ the Army,” says an active Army PAO (identity withheld by the author). “As an example, the Marine Corps ‘returns fire’ immediately if something negative is said about the Marines, starting frequently with the Commandant and eventually from other senior Marine officers, former Marines, members of Congress, etc. Rarely does the Army go this route and I believe it hurts us in the long run. Look at what happened to former Assistant Secretary of the Army (Manpower & Reserve Affairs) Sara Lister after she made her remarks about the Marine Corps being ‘extremist.’”

Proactive solutions might include creation of a formal Army news service that distributes statistics and policy via hard-hitting, newspaper-quality stories on a real-time basis, part of a “DoD Associated Press.” Also, a formal training program should be established for journalists covering the military.

Admiral William Lawrence, co-author of the book, *America’s Team: The Odd Couple*, proposes a “tier coverage” system in which media are rank-ordered based partly on circulation or market size (*The New York Times* and four TV networks would be tier 1, for example). As a condition of being in a tier, the media outlet must agree to send a staff member(s) to military training and have them on stand-by in the event of a sudden deployment. The number of news representatives taken on an operation depends on space available on military transportation, with Tier 1 members getting first crack, followed by Tier 2, etc.³¹ Media training must include editors, those likely to stay longer at news organizations to ensure continuity and broad-based usage of the military exposure.

In turn, all military PA specialists need experience working at a civilian news organization, not just officers selected for Training With Industry (TWI). "The best approach is to educate each side, as much as possible, on the peculiarities of the other's culture," stresses Willey.³²

Finally, the Army should outsource critical PA functions and reduce its force of DA civilians. While many DACs are dedicated, hardworking professionals, many also lack exposure to cutting-edge technology, media savvy and industry trends. An infusion of fresh ideas from professional marketing/public relations firms would enhance Army public affairs.

"In recent years, as memories of Vietnam fade, the military-media hostility has waned," wrote *St. Louis Dispatch* columnist Harry Levins. "The problem now is apathy. As the armed forces shrink and become a less visible part of American life, editors move military coverage down the priority list, way down there with coverage of labor unions and bowling leagues. At some point, of course, the shooting will start again, and newspapers will suddenly flood the armed forces with reporters who don't know a colonel from a corporal. They'll learn, but they'll have to do it the hard way."³³

Personnel

Public affairs skills are best honed with practice. That is the premise of revised Functional Area 46 (public affairs) under Officer Personnel Management System (OPMS) XXI. Active Army PA officers, once qualified in their basic branch and selected by a career field designation board, will single track in public affairs under OPMS XXI. Single tracking begins upon selection to the rank of major through colonel. Officers are ex-

pected to have at least 24 months PA experience at each rank, giving division and corps commanders highly experienced public affairs practitioners. Meyer calls OPMS XXI "one of the greatest things to happen to public affairs."³⁴ Notes Army PAM 600-3, *Commissioned Officer Development and Career Management*: "Effective development and sustainment of FA 46 skills and knowledge occurs throughout the FA 46 life cycle," a notion long practiced by career PAOs in the Air Force and Navy.³⁵

The first career field designation board for FA 46 met in March 1999 to review the records of officers in Year Groups 80 and 86 who requested public affairs, with a transition period running through Fiscal Year 02. The CF designation board for YG 89 will meet in FY 99 immediately following the promotion board to major. Additional boards will meet during the transition period to designate active component (AC) majors and lieutenant colonels based on COHORT year groups.³⁶

"The good news story is you can actually have a career in public affairs," says Lt. Col. Nelson McCouch, PA assignments officer at the U.S. Total Army Personnel Command, Va. "Public affairs is no longer something you just do on the side." McCouch said PA officers traditionally had lower promotion rates and received fewer resident school slots than the Army at-large, even though PAOs worked in jobs the Army deemed important and required be filled. "Too often, when the promotion door closed, a lot of good public affairs specialists jumped ship to civilian careers," says McCouch. "Now, with our own career field validating what we do, this will help keep talent from going elsewhere. OPMS XXI is a huge seismic change for public affairs." McCouch says PA promotions will be tied to Army requirements under OPMS XXI, giving public affairs practitioners equal consideration.³⁷

For Reserve Component officers, development will parallel the AC program to the maximum extent possible, while working around RC-unique personnel, training and assignment issues. As with their active Army counterparts, RC officers are not awarded FA 46 until completion of the Public Affairs Officer Course (or PAOC-RC). Reserve officers enrolled in PAOC-RC can serve in a public affairs slot prior to graduation; PAOC-RC must be completed within three years of enrollment. Short of a waiver from OCPA, officers must complete PAOC before taking command of a public affairs TOE unit.³⁸

At present, the Chief, Army Reserve has decided not to limit USAR officers with career field designations. This will continue to allow USAR officers maximum career progression opportunities within geographical and organizational constraints. Office of the Chief, Army Reserve (OCAR) plans to update the RC portion of PAM 600-3 by the end of 1999.³⁹

“At this point, I’m not sure what OPMS XXI will do for the Army Reserve public affairs functional area,” says Maj. Steve Dalzell, a personnel proponent integration officer at the Army Reserve Personnel Command, St. Louis. “We don’t manage people the same way as the Active Component. Our structure is different. We promote people differently.”⁴⁰

Reserve public affairs officers are fortunate if they have a PA unit within a reasonable commuting distance for weekend drill (two hours or less). Even then, most PA units in the RC are commanded by majors, so the promotion pyramid tightens for 0-4’s and may be nonexistent for 0-5’s. There are no colonel FA 46 positions in the Army Reserve’s TPU system (some do exist in the Individual Mobilization Augmentee program). Meyer

recommends the RC wait a few years before fully implementing pertinent OPMS XXI initiatives to let the AC “work out the bugs.”⁴¹

A significant personnel change also is in the works on the enlisted side. By FY 03, the Career Management Field 46 capper will be reduced from master sergeant to staff sergeant. The capper is the rank at which a public affairs soldier stops being a technician and becomes a manager. “We will ask our staff sergeants to put down theirs pencils and cameras and go lead soldiers,” says SGM Richard A. Czizik, Sergeant Major of Army Public Affairs.⁴² Print journalists (46Q) and broadcasters (46R) will compete for the same staff sergeant position, instead of remaining MOS stove-piped until master sergeant as required under the current system. Tasks for a staff sergeant will include “Prepare a public affairs estimate” and “Conduct media interaction training for non-public affairs personnel.” Czizik says staff sergeants may assume the MOS 46Z used now for master sergeants, though the final designation, and other issues related to the change are under review. “As we move toward 2010, we will ask our NCOs to do more at the tactical level than ever before,” says Czizik. “Lowering the capper will put CMF 46 in line with the rest of the Army.”

The change allows upward mobility in the same unit regardless of MOS. For example, in an active Army public affairs detachment, the top position -- public affairs NCO -- is now a staff sergeant 46Q; the lower capper will open that slot to broadcasters. In an Army Reserve press camp headquarters (called a public affairs operations center in FM 46-1), the only staff sergeant position is a 46R. “To make E-6 now, a print journalist must either leave the unit or cross train and enter the 46R funnel,” says SFC Dave Zerbe, Training Operations NCO for the 318th PCH in Forrest Park, Ill.⁴³

The Army is also in the process of redesigning career maps for the enlisted ranks, much as it has done for officers under OPMS XXI. "We want our young soldiers to know what gates need to be crossed in order to be competitive for promotion," says Czizik. The map will cover AC and RC careers (to include full-time Reservists). "As we become more involved in information strategy, it's clear we are not just working out there by ourselves," says Czizik. "Our closer affiliation to other career fields, such as PSYOP and signal, means we need better career management of our PA specialists."

One enlisted slot in each MPAD will require the Battle Staff additional skill identifier. SGM Mark Van Treuren, U.S. Army Forces Command public affairs SGM, would like to see all staff sergeants and sergeants first class obtain the Battle Staff ASI (2S) as public affairs becomes a key player in information operations. The Public Affairs Proponent Activity recommends the Battle Staff ASI for NCOs serving in divisional, corps and army-level TOE positions, warfighting major commands (MACOMs) and TDA positions at OCPA-PA. The Battle Staff ASI for the 46 series MOS is part of Force XXI structure.⁴⁴ Battle Staff has a resident and RC school option. "This ASI enables public affairs specialists to operate in a tactical operations center or a division main and become a key player in information operations," says Czizik. Working close to the nerve center of a unit is crucial. "Permanently positioning PA personnel in Tactical Operations Centers adds tremendously to the viability of the organization to deliver relevant PA products," noted Majs. James E. Hutton and Arthur N. Tulak in *Military Review*.⁴⁵

Since the end of the Cold War, the number of public affairs slots in the active Army has declined significantly. Enlisted positions dropped from 860 (in fiscal year 87) to 588 (in FY 99); officer slots from 400 to 205, and civilian positions from 1,600 to 1,319.

Soldiers in CMF 46 should see some force stabilization in the first years of the new millennium, according to MSG Ruben Maestas at PAPA: "We have weathered the worst of the post-Cold War drawdown and the Change in NCO Structure (CINCOS) grade reduction."⁴⁶ Due to recruiting and retention shortfalls, Maestas says the Army can expect a shortage of 46Qs, with strength projections for skill levels one and two in FY 00 and 01 in the 80th percentile range. "PERSCOM is taking action to try and avert this shortage through a reenlistment bonus and an increase in the number of training seats at the Defense Information School," notes Maestas. The situation is even worse on the 46R side, with strength projections in the 70th percentile for FY 00 and FY 01. PAPA in FY 99 will distribute to the field for review the Manpower Requirements Criteria (MARC), which establishes the minimum wartime manpower requirement to complete public affairs tasks in units.

In officer professional military education (PME), PAPA is developing a field grade officer program of education to complement OPMS XXI goals and objectives. "An original idea of OPMS XXI was 'universal MEL 4' where every newly promoted major would attend resident CGSC (Command and General Staff College)," explains Lt. Col. Hiram Bell, Jr., director of PAPA. "The resource realities will likely prevent a 'pure' implementation of that idea. Based on Chief of Staff of the Army guidance, the Army is currently wrestling with how MEL 4 or 'intermediate level education' (ILE) will look under OPMS XXI. PAPA is required to contribute a draft of how ILE might look for FA 46."⁴⁷ As part of the OPMS XXI recoding project, PERSCOM has accepted PAPA's proposal to recode all Secretary, General Staff (SGS) positions FA 46.⁴⁸ "This was done to support force structure, assignment and professional development needs," Bell explains.

Projects under way at PAPA for enlisted PME include: 1) Updating lesson plans throughout the NCO education system (to include correspondence courses) to add current technology; 2) Adding lesson plans to cover new tasks from the Common Task Site Selection and Task Analysis boards. 3) Developing a new FTX scenario at the Advanced NCO Course and revamping the FTX at the Basic NCO Course.

Doctrine

One of the four career fields created under OPMS XXI is Information Operations (the others are Operations, Operations Support and Installation Operations). The seven functional areas under CF Information Operations are FA 24 Information Systems Engineering; FA 30 Information Operations; FA 34 Strategic Intelligence; FA 40 Space Operations; FA 46 Public Affairs; FA 53 Systems Automation, and FA 57 Simulation Operations.

Exactly what is info ops? IO integrates all aspects of information to accomplish the full potential for enhancing the conduct of military operations.⁴⁹ A good example is found in Bosnia, where Army and allied forces use a well-coordinated information campaign based on public information, psychological operations and civil-military cooperation to achieve information dominance.⁵⁰ Since the U.S. Army has land warfare dominance against any enemy today, America's opponents likely will attempt to turn information warfare, a lower-cost, more accessible alternative, into the U.S. Army's Achilles' heel.⁵¹ "Information war in cyberspace ... is a razor-sharp weapon that manipulates emotions and perceptions through any mass medium -- radio, TV, the Internet or the press,"

according to Army analyst Lt. Col. Timothy Thomas. "The speed with which information assaults can be conducted gives little time for crisis managers to respond."⁵²

Military theory today is replete with references to data weapons, logic bombs, net war, virus insertion, battlespace, cyberterror and hacker warriors.⁵³ "The theory of information warfare has opened the minds of war fighters and national security strategists to the immense power and potential futures uses of information," writes Daniel Goure, an expert on political-military studies.⁵⁴ A newly-created DoD Joint Task Force for Computer Defense is developing multi-layer defense mechanisms against IW. "Our weakness is not just on the battlefield, but here at home," says Richard A. Clarke, National Coordinator for Security, Infrastructure Protection and Counter-terrorism. "With virtually our entire economy based on computer networking, we are essentially naked as a nation to IW attack. And DoD relies heavily on that commercial infra-structure."⁵⁵

What role will public affairs play in IO and what impact will it have on the PA career field? "The PA mission will not fundamentally change in the digital division," wrote Maj. Mark R. Newell in *Military Review*. "The PA section's focus will be PA planning, media facilitation, global information environment acquisition/analysis, information campaigns and IO coordination."⁵⁶ PA continues to have primary responsibility for civilian media on the battlefield, an increasing challenge with advances in technology. "Facing a better equipped, more independent media, the U.S. military will not have the control it had during the Gulf War and may find itself at a disadvantage in the war of words," cautions Navy Rear Admiral (Ret.) Brent Baker.⁵⁷

The "CNN effect" of near-instantaneous information "affects national and world opinion," wrote Maj. Gen. David L. Grange and Lt. Col. James A. Kelley in *Army* maga-

zine. "The Army must learn to operate effectively in this environment to support its forces and military operations."⁵⁸ FM 100-5, *Operations*, states the impact of media coverage can dramatically affect strategic direction and the range of military operations. "Clearly, the effect of written, and, more importantly, visual information displayed by U.S. and international news organizations directly and rapidly influenced the nature and of policy objectives and our use of military force in Rwanda, Somalia and in the former Yugoslavian republic."⁵⁹ Concluded Newell: "PA's major role in IO is to enable the command to effectively operate in an environment where near real-time media reporting and analysis of tactical and operational military actions can have expeditious effects at the strategic level."⁶⁰

Information operations is not censorship. "To the contrary," states FM 100-6, *Information Operations*. "the Army accepts and fully endorses the healthy tension that exists between the normal desire of the media to inform the public as much as possible about military operations and the normal desire of commanders to control the information environment about those same operations to the greatest possible degree."⁶¹ Public affairs must work with other battle staff members to counter enemy info ops. In military operations other than war (MOOTW), "adversaries can be expected to use an old Soviet technique to 'plant' disinformation in the local or international media and then pick up the story to support its propaganda efforts after it has been reported, repeating it in the media it controls as a credible message obtained from a third party source."⁶²

While nothing doctrinally changes for the public affairs officer within Information Operations, staff interaction becomes more formalized and important. The PAO will serve on the IO Battle Staff (IOBS). A notional IOBS in FM 100-6 includes the G-2, Op-

erations Security officer, Electronic Warfare officer, Psychological Operations officer, Fire Support coordinator, Civil Affairs officer, Deception officer, Signal officer (or representative) and Staff Judge Advocate. "A key function of the PA IO battle staff is the trend and content analysis of news reports in the GIE," wrote Newell.⁶³ The Force XXI redesign process has created IO positions in the heavy divisions, consisting of four officers, headed by a lieutenant colonel.⁶⁴

"Info ops wants a common message from the PAO, PSYOP, civil affairs personnel and the commander," explains Lt. Col. Jim Cronin, Director of Training, Public Affairs and Journalism at the Defense Information School, Fort Meade, Md. "The IO will be the integrator."⁶⁵ Cronin said a concern in the PA community about the IO concept is how the media may perceive the PAO once he/she begins to work regularly with the psychological operations or deception officer. "It's imperative that what we give the media is gospel, is fact," Cronin says.

He cited the early stage of Uphold Democracy in Haiti as a good example of info ops. "We had the White House, State Department, the Pentagon and even Gen. Shelton making public statements about U.N. sanctions to move on Haiti," he explains. Cronin applied the principles of information operations in Bosnia while serving as chief of the Coalition Press Information Center in Tuzla for a year between 1997-98. He had at least once-a-week meetings with the civil affairs and PSYOP officers. "If they or a battalion commander picked up misinformation being circulated by the local media or populace, we countered with the truth through press releases, radio interviews and other means," says Cronin. "The PSYOP people used our press releases for much of their work because we could get our material approved so much quicker." Cronin cautioned that IO is not a

panacea. "If you're working with a bad operations plan, IO will loose its effectiveness and only work the margins."

Army Reserve broadcast officer Maj. Joseph E. Burlas III, commander of the 356th Broadcast Public Affairs Detachment at Fort Meade, Md., says the coordination process of IO is vital to the modern battlefield. "What we broadcast is accessible to the enemy, to foreign nationals. We must coordinate not only what we want to say to our soldiers, but to our allies, those not aligned, to those opposing us."⁶⁶

Cronin says IO gradually will be worked into the DINFOS curricula as the career field "works out its growing pains." McCouch, the FA 46 assignments officer for the active Army, encourages all PAOs to study and practice IO principles. "There will be an increasing need for officers at division and corps who are knowledgeable in the career field."⁶⁷ Dalzell, the USAR public affairs integrator, says the AC will take the lead on defining FA 30 qualifications for officers. "We want to play in info ops, but at this point we're not prepared to recode positions FA 30. We need to know how to train 'em." He does not foresee IO having a direct impact on the Army Reserve PA functional area.

Training

All officers and soldiers receive some public affairs training through the military education system. Lieutenants in the officer basic course receive a one-hour class on participating in a media interview. At officer advanced courses, the first sergeant course and warrant officer advanced course, students learn to implement a public affairs plan via a one-hour class. Both blocks of instruction generally are taught by the local PAO or by a school faculty member based on a PA training support package (TSP) that includes a

short video. Though PA training is not new to the military education system, the TSPs, first distributed in October 1998, have formalized the process, according to Lt. Col. Gordon Rogers, chief of the Leader Development Division within the Individual Training Directorate, U.S. Training & Doctrine Command. Gordon says an evaluation of those tasks will be conducted in January 2000.⁶⁸

As for senior leaders, the Army Chief of Public Affairs and OCPA sergeant major teach a three-hour block of instruction at the Command & General Staff Officer Course and Sergeants Major Academy. Army War College students attend a Media Day seminar, that includes prominent media professionals (former presidential press secretary Mike McCurry spoke to the 1998-99 class). In addition, AWC students can take an elective on military-media relations taught by the college's director of public affairs. At the Army's pre-command courses officers receive one hour of media training, principally on how to talk effectively to the media, to include on-air experience for selected students. Meyer's office conducts a four-hour Executive Communications Training program in Washington, available to any senior leader in the Total Army.

PAPA would like public affairs training added to the Combined Arms Services Staff School for officers and to Basic Training and all career field basic/advanced NCO courses. "Public affairs should be a skill developed throughout an Army career," says SFC Edith Davis, Senior Action NCO for training at PAPA. At a minimum, Davis says PAPA wants a 15-minute video produced for Basic Training "so soldiers, from the time they enter the Army, are aware of public affairs and its value."⁶⁹ Rich McDowell, PAO at Fort Benning, likes the concept. "Many soldiers come into the Army with a bias toward the media. That prejudice will solidify as soldiers grow through the ranks. That's why

we need PA training at every level of a soldier's military education." That's especially true considering the media's access to military operations. "Field units must continue to train for media encounters with the understanding PA officials may not be able to provide escorts," noted Hutton and Tulak.⁷⁰

At the Defense Information School, commandant Col. Larry F. Icenogle has recommended elimination of three RC courses by FY 03: Introduction to Journalism (IJ-RC), Introduction to Broadcasting (IB-RC), and Public Affairs Officer Course (PAOC-RC). The bulk of the Army Reservists and Guardsmen who take IJ-RC and IB-RC are "reclassifying" or changing MOSs. Icenogle, in a Jan. 15, 1999, memorandum to the Director of Training, Armed Forces Information Service, wrote: "The IJ-RC course cannot train enlisted personnel in the principles, techniques and skills required to perform the duties and functions of a public affairs specialist (journalist) in 10 training days (the resident Basic Journalist Course is 12 weeks). ... Based on instructor feedback, field experience in Bosnia, and the students' end-of-course critiques, IJ-RC simply cannot meet Training Program of Instruction requirements, the students' needs, or the needs of the services."⁷¹

All three RC courses have correspondence and resident phases. IJ-RC and PAOC-RC students train at DINFOS for 10 days. The IJ-RC course has two 2-week phases at DINFOS. Units are expected to conduct On-the-Job Training (OJT) after the resident phase. In comparison, the resident Basic Broadcast Course taught at DINFOS is 12 weeks and resident PAOC is just over eight weeks in duration.

Icenogle cited several discrepancies in training between resident BJC and IJ-RC:

- 1) BJC students receive 80 hours in Functional Area 1 (Public Affairs/Media Relations); IJ-RC students receive two hours.

- 2) BJC students spend one week learning basic writing skills; IJ-RC students do not receive this training.
- 3) BJC students write 15 articles; IJ-RC students write five.
- 4) BJC students receive one week of training on desktop publishing, with an additional week of training devoted to the actual production of a newspaper; IJ-RC students have half a day to learn the software program and produce a newsletter, not a newspaper.
- 5) BJC students spend four weeks in photojournalism training; IJ-RC students get 2.5 days.

Icenogle says the correspondence courses are ineffective for most students. "Past experience has shown that this (training) is rarely accomplished; in fact, units routinely ask to have that requirement waived. Many of these correspondence course modules are outdated. For example, the photojournalism course is based on 35mm film technology, instead of the digital processes in use throughout the military and those currently being taught in the BJ course."

DINFOS has asked the military services to help develop alternative RC courses (DINFOS is the DoD schoolhouse). Lt. Col. Doug Wilkinson, RC adviser at DINFOS, says options might include a longer resident phase (four weeks instead of two or two 2-week phases spread over one year) and increased use of Distance Learning technology such as interactive CD-ROMs or the Internet. "What might prove effective is to have more of the lecture material completed before the student arrives at DINFOS so once here more time can be devoted to learning hands-on, practical skills," says Wilkinson. "It's safe to say the RC courses after FY 03 will look much different than what's offered today."⁷²

Another initiative at DINFOS will create a pool of certified Reserve instructors (most likely IMAs) to teach portions of the RC courses. This would help offset personnel cuts at DINFOS and support AC-RC integration.

The obvious concern from the RC perspective with regard to increasing the duration of resident training is time. Soldiers reclassifying generally are older and more established in civilian occupations than soldiers undergoing Initial Entry Training (Basic and Advanced Individual Training). Officers generally attend PAOC as a captain or major, long after branch training. For financial reasons, many Reservists may have difficulty taking 9-12 weeks off from work to attend a resident military course. Employers may balk, especially when already faced with the employee's two- or three-week absence for annual training. Yet, at the same time, the Reserve Component wants fully-trained soldiers with skills equal to AC counterparts. "It's a knotty situation," admits Wilkinson.

A 32-hour Distance Learning module of instruction is under development for PAOC-RC, and may be ready for testing in late FY 99. "This is an interim step prior to redoing the whole RC training package," says John Cooper, instructional systems specialist and course developer at DINFOS. "We want our courses comparable to the CGSC correspondence course, given the same weight on record."

Cooper says a formal, supervised OJT phase is critical to making an RC course successful. "We've been intellectually dishonest when we pretended RC courses answered the services' needs," Cooper says. "We cannot make a PAO in two weeks. If we could we'd be criminally negligent in continuing to offer the eight-week course."

Cooper says the Army also is looking at video teleconferencing as a means to enhance PAOC-RC. "But the fact Reservists are spread over multiple time zones, over a large

geographical area, will make quality, synchronized training difficult," Cooper admits.

Another option, he says, is to videotape courses taught at DINFOS.

On other training issues, two new Additional Skill Identifiers are under development. The "editor" ASI for 46Q20 will require completion of the DINFOS Editor's Course and is recommended for garrison positions and command information NCOs at major commands. The "station manager" ASI for 46R30 will require completion of the Broadcast Manager's Course and is recommended for positions at Armed Forces Radio and Television Service. While neither job function is new, their designation as ASIs helps end a funding issue which limited attendance at DINFOS. Without ASI designation, units pay for schooling; as an ASI, the slots are command sponsored.

The Army Reserve has formalized its training schedule for PA units, based on a three-year cycle and the rationale units historically lose about one-third of their personnel every year. For a Press Camp Headquarters, the three-year cycle is 1) exercise support, 2) exercise support, 3) mission training. Units use mission training to send soldiers to school, train on new equipment, fulfill regional support command (RSC) requests or missions, etc. A rotation at the one of the Army's Combat Training Centers (CTCs) would not support the PCH wartime mission to command & control public affairs detachments. For MPADs, the three-year training cycle is CTC/exercise support/mission training. Exercise support may be with the unit's wartrace command or could serve as a "payback" to the RSC for its logistical/admin support during the previous two years. Broadcast PADs would go overseas each year for annual training to fulfill the wartime mission of on-air broadcasting (which BPADs can't legally do in the continental United States). For

BPADs, the third year would be an "ODT minus," i.e., time for units to selectively address mission training issues.

Maj. Gerard Healy, media training officer at the U.S. Army Reserve Command (USARC), says one training option under consideration for PCHs is installation support at Army Reserve-managed training centers, such as Fort Dix, N.J., with possibly an MPAD added to test the PCH's command & control wartime mission. Healy also is preparing a Memorandum of Understanding to the National Training Center and Joint Readiness Training Center to formalize the training USAR units receive at each CTC, especially "in-the-box" experience. Another proposal is to add a full-time Army Reservist at the CTCs to serve as a PA evaluator, among other duties.

Public Affairs Proponent Activity

PAPA, a field operating activity of OCPA, is the "PA Center" and think tank for the Army.⁷³ The position of Director, PAPA has been upgraded to the grade of colonel; Bell, director since 1995 and promotable, is expected to remain at PAPA for several more years. "We have two overarching goals for PAPA," says Bell. "One is to do PA proponency 'The Army Way.' The second is to develop field 'ownership' of proponency actions. I want PAOs in the field to feel ownership, to influence what we do."⁷⁴ Bell outlined some current and proposed PA initiatives:

- 1) Publication of FM 46-1-1, *Public Affairs Tactics, Techniques and Procedures*. A draft was distributed to the field for review in March 1999. This manual "builds on the doctrinal foundation of FM 46-1 and translates the PA fundamentals and principles into detailed guidance for the planning, coordination and execution of PA operations. The

manual provides what is required for the information age -- a sophisticated approach to conducting PA operations.”⁷⁵

2) The Mission Training Plan for BPADs (Broadcast Operations Detachments under new FM 46-1 doctrine) will be distributed to the field in May for review. Revised MTPs for other PA units should be available on the Automated Systems Approach to Training (ASAT) by the end of FY 99.

3) PA correspondence courses will be digitized once paper versions are deleted. Soldiers can register for courses and take tests now on-line. During the conversion from paper to electrons, the courses will be updated and made more interactive.

4) PAPA created a Battle Lab in 1998 to test equipment and make timely recommendations to the field. As of March 1999, PAPA is recommending units convert to digital still cameras but wait on purchasing digital video cameras as technology evolves, especially that tied to Internet transmission. Current beta standards for video cameras remain in place. Bell, in a Jan. 11, 1999, memo to the field, provided specific guidance for equipment purchase; units must still provide funding. “Our endstate goal is to centrally fund equipment by working within the Army procurement system,” says SSG Daniel Bean, combat developer for materiel at PAPA. “But that’s a long, arduous process.”⁷⁶

4) Bell says the Army is looking at the feasibility of creating a multi-component public affairs detachment, possibly with a USAR flag.

5) Distance Learning will increase in the 21st century Armywide. “The intent is to shorten resident training to the maximum extent possible,” explains Hugh Blanchard, registrar at the Army Doctrine and Training Digital Library.

6) PAPA is currently evaluating PA training at the Army's pre-command courses with the goal of standardization; PAPA also is editing a combined 46Q/R soldier's manual.

Initiatives

New in the Army Reserve is a marketing initiative called the Ambassador program. Ambassadors will represent the Army Reserve in each state, commonwealth, territory and/or District of Columbia where USAR units exist. The plan is to have 108 Ambassadors (two per state and U.S. territory) by the end of FY 99. The final number of Ambassadors will be determined by the Chief, Army Reserve (CAR) working in conjunction with the appropriate general officer commander for that area. Ambassadors will serve an initial three-year term.

Ambassadors will present talks to local civic organizations, meet with local and state leaders, and serve as the CAR's regional eyes, ears and voice ... "on the current and future direction of the Army Reserve," says Maj. Gen. Thomas J. Plewes, Chief of the Army Reserve. "They are committed to telling the Army Reserve story to two important audiences -- the American people and Congress."⁷⁷

The Army Reserve also is studying the feasibility of an Army Reserve-wide community outreach program -- Operation Back-to-School Supplies. Based in principle on the Marine Corps Reserve's Toys for Tots program, Operation Back-to-School Supplies would distribute donated supplies to needy students.

Another program under consideration is an Employer Recognition Program to supplement efforts by the National Committee for Employer Support of the Guard and Reserve.

Meyer says OCPA has undertaken numerous initiatives to tell the Army story. His office now prints monthly a media advisory of upcoming Army events (covering six months). The Training and Operations Update his office produces may go from monthly to weekly publication. Meyer plans to expand Army Newswatch video distribution to 600 commercial cable stations. OCPA has developed a Crisis Communications Guide for PA units and installation PAOs. OCPA recently distributed to the field 7,000 copies of a music video called "The Total Army Story," which leaders can use to enhance presentations to civilian audiences. A new publication, "Hot Topics," is in development, a command information quarterly targeted to junior leaders. "It's a training tool which will cover new or controversial topics, such as tattoos, something that's relevant to its audience and presented in a user-friendly format," explains Meyer.

Equipment

"We want to field equipment the same way the Army fields equipment -- get the money up front, test it, then field it," says Meyer. The equipment issue is "our sucking chest wound," says Bell, who estimates "it will take \$20 million to fix all our equipment problems."

In a Jan. 11, 1999, memo to the PA community and unit resource managers, Bell outlined the steps combat developers at PAPA are taking to monitor emerging digital still photography and desktop publishing equipment, and changing industry standards for broadcast video equipment. PAPA combat developers coordinate with the Army Broadcasting Service and 55th Combat Camera to assess requirements and acquisitions, and to

ensure joint standards are taken into consideration to fend off potential compatibility problems.

“PAPA’s intent is to allow units to begin the move to digital systems where it makes sense,” notes Bell. “Funding for these items must come out of the unit command operating budgets, and acquisition must be coordinated with command resource managers.” Bell says Beta is still the standard for video cameras. “Current ABS guidance to its overseas networks postpones acquisition of digital video cameras for this fiscal year, perhaps longer,” writes Bell. Attached to his memo are component listings of systems PAPA is testing and equipment PAPA recommends for purchase. “TDA users should comply with the guidance provided by their command Visual Information Manager,” adds Bell.⁷⁸

All PA equipment is controlled by the Signal proponent and decisions must be reviewed to determine applicability to the Signal mission as well. An equipment list for digital cameras has been added to the Common Table of Allowances so PA can “finally get out of the wet chemical business. The KS-99 camera listing remains on your books, but the digital camera counts as an authorized replacement,” says Bell. Also, recently distributed is a Beta-SP broadcast component listing which states Hi-8 equipment is no longer acceptable. PAPA has undertaken a Tactical Visual Information Equipment initiative to identify five digital systems units can purchase.

Equipment shortfalls continue to exist in the Army Reserve. For example, Burlas, commander of the 356th BPAD, says his unit has no graphics capability and no radio equipment common to an AFRTS station. “To train for our wartime mission we need a radio studio or a mobile radio van, and computers to script pieces,” says Burlas. “One complaint out of Bosnia is that we showed up not knowing how to use equipment. How

could we when we don't have the AVID editing system and digital equipment, nor access to it during the training year. We still have half Beta cams, half Hi-8s." He estimates a radio studio for Reserve units would cost about \$80,000.

Limitations also exist on the active side. "We need uplink/downlink capability to properly do our job for our external and internal audiences," says McDowell at Fort Benning.

PAPA has requested increased VRC-90D (SINCGARS) radio authorization and updating of the Global Positioning System receivers from the current model PLGR to the new DAGR.

PAPA also is looking at the feasibility of adding a self-contained editing vehicle to unit inventories.

Structure

Personnel strength of active Army PADs increases from five to eight personnel in FY 00. Van Treuren at FORSCOM wants the proposed 46Q E-5 position changed to a 46R. "Right now I've got two 46R NCOs in FORSCOM, and both of those are in the MPAD," says Van Treuren. "There's nobody in the inventory to serve as mentor for 46Rs. This new E-5 slot would be a good start."

The Army Reserve will add six MPADs in late FY 99 and drop its four PADs over the next several years as part of Total Army Analysis 05 (TAA05). Unit designation and location of the six new MPADs: 204th, Gainesville, Fla.; 207th, Denver; 210th, Garner, N.C.; 211th, Bryan, Texas; 214th, Richmond, Va.; and 215th, New Orleans. The 204th, 210th, 211th and 215th will be early-deploying Force Support Package I units and be

given top priority for personnel and resources. The units begin receiving equipment and personnel in September 1999 and have one year to become mission ready.

"The Active Component just can't get funding for additional public affairs authorizations so the Army is plussing up the RC because it's cheaper," explains Lt. Col. Joe Phillips, chief of Policy, Plans & Professional Development at USARC. "Turning to the Reserve Component is good and bad. Our soldiers are involved in real world operations but it's difficult for a part-time force to continually support contingency operations."⁷⁹

Phillips said the Army is reviewing the wartrace affiliation of Army Reserve units with AC counterparts. "Training associations and wartime trace should be the same. We want to simplify the association. Right now it's somewhat of a mess."

New doctrine in FM 46-1 changes the name of Press Camp Headquarters to Public Affairs Operations Centers to reflect the overarching tactical and strategic missions of the units. The personnel strength increases by five, from 28 to 33, with the addition of a supply sergeant, two print journalists and two broadcasters. Mobile Public Affairs Detachments receive an additional 46R and 46Q soldier, bringing unit strength to 20. Broadcast PADs under new doctrine are Broadcast Operations Detachments (BODs) and gain two broadcast slots, for a unit strength of 27.

"I see the Army Reserve mission in the future as media facilitation -- escorting the media, writing press releases, embedding media, acquisition of raw video footage that we turn directly over to civilian media outlets," says Phillips.

The Guard will lose its five PADs by FY 02, but gain a PCH in FY 00 (the 111th spread over Nebraska, Montana and Wyoming) and an MPAD in FY 01 (the 17th in Hawaii and Alaska). That will give the Guard four PCHs (PAOCs) and 24 MPADs; the

Guard has no BPADs (BODs). Only Maine, Virginia and Guam have no Guard PA elements.⁸⁰

FORSCOM is programming three active Army PADs for initial deployment to Kosovo in the event a peace treaty is signed and security forces are deployed, says Lt. Col. Geoff Jones, public affairs officer at FORSCOM. If Albanian refugees are sent to the Naval station at Guantanamo Bay, one AC public affairs detachment likely will deploy in support. It's possible a Reserve Component MPAD would replace the initial AC public affairs presence in Kosovo, says Jones.

Recommendations

1) Organize all public affairs units under a separate PA headquarters, much like a psychological operations group or the Army Reserve's 244th Aviation Brigade. "That could enhance our utilization as warfighters in a unit mode, and less as functional staff sections," says Van Treuren. Burlas says his higher headquarters, a finance battalion, is fine for force protection and mobilization support. "But when it comes to PA operational issues and maintenance, they can't help."

2) Prepare a training package for PA units that reinforces basic journalism skills. Units, active and Reserve Component, should schedule one hour each month for this refresher training. While resources are available for most military tasks, PA officers and soldiers receive little post-basic course training. This packet would include exercises on Associated Press Style, writing good leads for print and scripts for broadcasting, practice editing stories, headline writing, page design, lessons learned from military and civilian press sources and updates on military PA issues. While some of this is done in existing

publications (OCPA's *PA Update*, FORSCOM's *I-Opener*), little is available that provides practical exercises, especially for Army Reserve units.

3) Require all AC public affairs officers to undergo a formal two-week Training With Industry program upon completion of PAOC, an idea reinforced by an unnamed print reporter at the 1997 McCormick Tribune Foundation: "There's this general perception that news organizations all have political agendas. I don't know where that comes from, but have the military spend some time in the newsrooms to let them know this isn't so." Ideally, TWI would be done at a local news outlet where the officer is assigned. While visits to area media currently are done on an ad hoc basis by many installation and unit PAOs, this TWI requirement would be centrally managed by PERSCOM at no cost to the civilian news outlet. PAOs would spend one week in the newsroom or broadcast studio and one week on assignment, either shadowing a reporter or producing a story.

4) Require every company-sized unit and above to quarterly give a presentation to a civilian organization through a program coordinated by the brigade PAO or unit PA representative. Put this requirement on every unit's Mission Essential Task List. Make it an inspection checklist item. As the number of veterans decreases and fewer young Americans enlist, it becomes even more important for the Army to become proactive in educating the populace about its military. Units have the flexibility of selecting a good soldier-spokesman. The quarterly requirement would not impinge on unit readiness. Such a program is tried on a less formal basis in some commands. What's needed is a must-do push from the top.

5) Require every unit in the active and Reserve Component to support a community event once each year. As noted in draft FM 46-1-1, "Providing support for and parti-

pating in events and activities which are beneficial to both the Army and community, builds on a long tradition of America's Army helping American communities.”⁸¹ Make this a mandatory requirement, a mission-essential task. Americans will see their Army in action and benefit from the work done. Activities may include manning a waterpoint on a 10K fun run for a nonprofit organization, delivering food and supplies to the needy, cleaning roadways or maintaining parks. Granted, this is done irregularly throughout the Total Army. What's needed is a formal program so that every soldier takes part, and every community with a military presence benefits. Once ingrained in the soldier psyche, this program would be a tremendous morale booster.

6) Require every officer in the rank of colonel and above to address a community organization or the media twice a year. Add this requirement to the Officer Evaluation Report. Our senior leadership must become more visible.

7) Require all colonels and above to undergo a two-hour block of media training every year. The program would include a one-hour PA update (key messages from the military's senior leadership, emerging media trends, latest PA materials available) and one hour of on-the-air media training. Army Reserve soldiers could fulfill the requirement on Annual Training. Local public affairs officers/units or mobile training teams would conduct the training.

8) More command-directed public affairs initiatives are needed. A good example is the Army Reserve's support of Nuevos Horizontes, a humanitarian mission now under way in Central America. “I expect each (public affairs specialist) to expend every effort necessary to ensure that the story of your command's participation is told,” wrote Maj.

Gen. Craig Bambrough, Deputy Commanding General of USARC. "Actively seek out local media who will accompany your troops and tell their story."⁸²

9) The Army should assign a Reserve Component officer and/or NCO to PAPA and OCPA, and to OSD public affairs.

10) "Media training should be mandatory for all officers and NCOs in the Army, regardless of branch or MOS," says Lt. Col. Mike Galloucis, PA adviser to the CSA. "I know we are moving in that direction and have made great strides within the TRADOC school base the last few years. But we still have too many generals who have never gone to media training and who still hold the media in disdain and run any time they see a reporter coming. I'd modify the efficiency reports for Army generals to include some assessment of their 'strategic communication skills,' which would specifically address the quality and frequency of their interaction with the media. Basically, our officer corps is not accountable to anyone in terms of media relations."⁸³

11) Galloucis says the Army needs a "Chief of Information." "What I'm advocating is a much broader perspective than merely traditional media relations, command information and community relations," says Galloucis. "I don't believe we have even begun to tap the potential of the Internet as a means of collecting and disseminating information. A Chief of Information would help message formulation, audience analysis, message dissemination, improve linkage with the 'operators,' etc. OCPA is not manned or resourced to do everything we need today, let alone the things we'll need to do in the 21st century."

12) Joe Hanley, director of public affairs at the U.S. Army Reserve Command, Atlanta, says, "Congress is talking about budgets, not enemies, in part because less than 30 percent of Congress has military experience. Therefore, we need to sell relevance, what

we can do for disaster relief, for example. We need to find new heroes, military people in our communities making a difference. We simply must produce more PA products.” Hanley says civilian employers for the first time are concerned about the amount of time employees are putting into the military. “We in the public affairs profession must stress how military service benefits the employer. We must sell the RC experience, not be defensive about it. Congress can help by giving small business owners a tax benefit for employing RC soldiers and for releasing them on long deployments.” Hanley also suggests PAOs take more advantage of local public access channels and use low-cost or free advertising/media venues such as grocery store shoppers.⁸⁴

13) McDowell, PAO at Fort Benning, voices caution at the trend to make enlisted PA specialists do-all action officers, to include media escorting. He also wants more thought given to the current trend to civilianize PA staffs at Army installations. “Civilians simply aren’t in contact with soldiers and their issues as much as fellow soldiers,” says McDowell, adding that each brings a special dimension to PA operations. “A PAO shouldn’t be running to the command group every time he or she needs a green suiter to go on camera.”

Conclusion

As with most specialties in the Army, public affairs will never have enough people, equipment, time or money to do its job completely. Staffing at many installation or major command PA shops is one-deep for each functional area. Deployed units are often overwhelmed by media visits or the shear volume of stories to tell. This will not change in the 21st century, as downsizing continues, news-gathering technology increases and

media markets expand. Media-military antagonism will remain as a natural and healthy motivator for both sides.

What Army public affairs must do in the 21st century is shift its focus to almost exclusively media and community relations to counter the lack of military experience in the populace. To achieve that, Army PA specialists need more exposure to how the civilian media operates. Units and individual soldiers must become more visible in communities. The Army must live up to its OPMS XXI promise to promote and train PAOs on par with basic branch counterparts. Army public affairs must work with legislative liaison personnel to have state school boards create mandatory civics classes that include instruction on the U.S. military (history, mission, structure, etc.). Media training must be added to virtually every career development course in the Army. Public affairs must put its energies into educating the American people, even at the risk of decreasing command information.

Endnotes

¹ "Public Affairs: A Whole New Corps?" *Army Times*, June 6, 1997, p. 4. The proposal never made it to the House floor for a formal vote.

² Percentage cited by Maj. Gen. John G. Meyer, Jr., Chief of Army Public Affairs, during an interview Jan. 29, 1999, with the author. "The Army cannot do its PA mission without the Reserve Component," Meyer noted.

³ *Ibid.*

⁴ FM 46-1, *Public Affairs Operations*, 1997, p. 32.

⁵ Comment made at the 1999 World Wide Public Affairs Symposium held Feb. 8-12 in Virginia just outside Washington, D.C.

⁶ "Vision 2000: Public Affairs into the 21st Century," Office of the Chief of Public Affairs, Department of the Army, Washington, D.C., April 1994, p. 4.

⁷ *Ibid.*, p. 4.

⁸ "Army-Media Relations: An Update," letter signed by Gen. Dennis Reimer, Army Chief of Staff, dated Sept. 29, 1998.

⁹ Lt. Gen. Jay Garner, then Assistant Vice Chief of Staff of the Army, as quoted in a summary report of the 1997 Robert R. McCormick Tribune Foundation conference, "The Military and the Media: Facing the Future," p. 16.

¹⁰ *Ibid.*, p. 16.

¹¹ Two of the principles adopted by representatives of major American news media and the Pentagon state: 1) Open and independent reporting will be the principal means of coverage of U.S. military operations; 2) Pools are not to serve as the standard means of covering U.S. military operations. See "The Military and the Media" by Maj. Michael S. Galloucis in the August 1996 *ARMY* and "Have We Learned Our Lesson?" by Col. Richard M. Bridges in the August 1995 *ARMY*.

¹² Maj. Gen. Charles W. McClain, Jr. and Maj. Garry D. Levin, "Public Affairs in America's 21st Century Army," *Military Review*, November 1994, p. 7.

¹³ Gen. Dennis Reimer's comments made before the Department of State Senior Seminar, National Foreign Affairs Training Center, March 11, 1999.

¹⁴ McCormick Tribune, "The Military and the Media: Facing the Future," p. 11.

¹⁵ *Ibid.*, p. 23.

¹⁶ *Ibid.*, p. 25.

¹⁷ Col. Barry E. Willey, U.S. Army, "The Military-Media Connection: For Better or For Worse," *Military Review*, December 1998-February 1999 issue.

¹⁸ Col. Mullery's comments were taken from his course syllabus for Lesson No. 2-10-L/S, "National Security and the Media," at the Army War College, Carlisle Barracks, Pa. The syllabus is dated Sept. 9, 1998.

¹⁹ Maj. Gen. (Ret.) William L. Nash, "The Military and the Media in Bosnia," *Press/Politics*, The MIT Press, 1998, vol. 3, p. 135.

²⁰ Larry Sequist, "The Ten-Foot-Tall Electron: Finding Security in the Web," *The Information Revolution and National Security*, The Center for Strategic & International Studies, Washington, D.C., 1996, p. 70.

²¹ John W. Rendon, Jr., "The Information Warrior," *The Information Revolution and National Security*, p. 57.

²² Charles M. Sennott, "Absence of NATO military secrecy seen as source of concern," *The Boston Globe*, April 8, 1999, p. A15. Nash commanded NATO forces in Bosnia from 1995 to 1996 and now heads the Washington-based National Democratic Institute for International Affairs. As a visiting lecturer, Nash taught at Harvard University's Kennedy School of Government in the fall of 1998. His course was titled "The Military and the Media and National Security."

²³ Barrie Dunsmore, "The Next War: Live?" Discussion Paper D-22, March 1996, John F. Kennedy School of Government. Dunsmore wrote this paper while a fellow at The Joan Shorenstein Center on the Press, Politics and Public Policy during the fall semester of the 1995-96 academic year. "While no one wants to

see Americans killed or wounded in some meaningless military campaign, U.S. policy makers must not be precluded from choosing the best policy option for the country's interests, just because that option could involve casualties. To the extent that there is live coverage from the battlefield, that issue will be greatly magnified."

²⁴ Edwin Emery and Michael Emery, *The Press and America*, 4th Ed., Englewood Cliffs, N.J., Prentice-Hall, Inc., 1978, p.4.

²⁵ Maj. Carl E. Fischer, "Public Affairs in the 21st Century A Force XXI Multiplier," a monograph for the School of Advanced Military Studies, U.S. Army Command and General Staff College, Fort Leavenworth, Kan., December 1996, p. 59.

²⁶ Dunsmore, p. 25.

²⁷ Joint Publication 3-61, *Doctrine for Public Affairs in Joint Operations*, May 14, 1997, p. III-5.

²⁸ Frank J. Stech, "Winning CNN Wars," *Parameters*, Autumn 1994, p. 38.

²⁹ Quote taken from Mullery's Media Day syllabus, Army War College.

³⁰ Nash, p. 135.

³¹ Frank Aukofer and William Lawrence, *America's Team: The Odd Couple*, as quoted in the Robert R. McCormick Tribune Foundation report of the 1997 Cantigny Conference, "The Military and the Media: Facing the Future," p. 146.

³² *Military Review*, December 1998-February 1999.

³³ Harry Levins, "Covering the Military Must be Learned the Hard Way," *St. Louis Post-Dispatch*, March 7, 1999.

³⁴ Comment made Jan. 11, 1999, during an interview with the author in Meyer's Pentagon office.

³⁵ Army Pamphlet 600-3, *Commissioned Officer Development and Career Management*, Oct. 1, 1998, Section 42.7.F.

³⁶ Office of the Chief, Army Reserve memorandum, "OPMS XXI Implementation in the USAR," Feb. 19, 1999.

³⁷ Comments made March 3, 1999, during a telephone interview.

³⁸ PAM 600-3, Section 42.8.B

³⁹ OCAR memorandum, "OPMS XXI Implementation in the USAR," Feb. 19, 1999.

⁴⁰ Comment made March 3, 1999, during a telephone interview.

⁴¹ Comment made March 27, 1999, in Atlanta at the Army Reserve's 1999 Public Affairs Strategic Communications Planning Course, March 25-28, Atlanta.

⁴² Comments made March 3, 1999, during a telephone interview.

⁴³ Comment made in March 1999 during a telephone interview.

⁴⁴ Based on PAPA briefing packet updating enlisted PA issues, April 12, 1999.

⁴⁵ Majs. James E. Hutton and Arthur N. Tulak, "Public Affairs' Emerging role in Information Management," *Military Review*, December 1998-February 1999.

⁴⁶ Maestas's comment and information within this paragraph were obtained from the PAPA homepage.

⁴⁷ Director's Update newsletter from PAPA, April 5, 1999.

⁴⁸ *Ibid.*

⁴⁹ Army Field Manual 100-6, *Information Operations*, August 1996, p. iv.

⁵⁰ Pascale Combelles Siegel, "Target Bosnia: Integrating Information Activities in Peace Operations," DoD Command and Control Research Program, Institute for National Strategic Studies, National Defense University, Washington, D.C., January 1998.

⁵¹ Robert J. Bunker, "Information Operations and the Conduct of Land Warfare," Association of the United States Army Institute of Land Warfare Paper #31, October 1998.

⁵² Stephen Hume, "War in Cyberspace," *The (Montreal) Gazette*, Feb. 28, 1998.

⁵³ *Ibid.*

⁵⁴ Daniel Goure, "The Impact of the Information Revolution on Strategy and Doctrine," *The Information Revolution and National Security*, 1996, p. 225.

⁵⁵ Richard A. Clarke, appointed by President Clinton in May 1998, reports to the president through the National Security Advisor. When the NSC Principals Committee meets on security issues, Clarke serves as a full member of that Cabinet-level committee. Clarke spoke at the Fletcher School of Law and Diplomacy, Tufts University, Boston, on April 22, 1999.

⁵⁶ Maj. Mark R. Newell, "Tactical-Level Public Affairs and Information Operations," *Military Review*, December 1998-February 1999.

⁵⁷ Rear Admiral (Ret.) Brent Baker, U.S. Navy, "War & Peace in a Virtual World," *Proceedings*, U.S. Naval Institute, April 1997, p. 36.

⁵⁸ Maj. Gen. David L. Grange, then Director of Operations, Readiness & Mobilization, Deputy Chief of Staff for Operations (DCSOPS) and Lt. Col. James A. Kelley, Information Operations Division, DCSOPS, "Information Dominance," *Army*, March 1997, p. 36.

⁵⁹ FM 100-6, p. 1-3.

⁶⁰ Newell, *Military Review*.

⁶¹ FM 100-6, p. 1-13.

⁶² Majs. Arthur N. Tulak and James E. Hutton, "Information System Components of Information Operations," *Military Review*, September-November 1998, p. 20. The authors referenced FM 33-1, *Psychological Operations*, 1993.

⁶³ Newell, *Military Review*, quoting a Jan. 6, 1997, memorandum from Lt. Col. Randy Schoel, "Public Affairs Implications of Information Operations," to Maj. Gen. John Meyer, Army Chief of Public Affairs.

⁶⁴ Jim Tice, "A new officer specialty for the Information Age," *Army Times*, Jan. 25, 1999, p. 15.

⁶⁵ Comment made March 4 during a telephone interview.

⁶⁶ Telephone interview with the author March 16, 1999.

⁶⁷ Comment from a FA 46 update briefing by the U.S. Total Army Personnel Command, provided to the author by PAPA.

⁶⁸ Comment made during telephone interview with the author in March 1999.

⁶⁹ Comment made during telephone interview with the author in April 1999.

⁷⁰ *Military Review*, December 1998-February 1999.

⁷¹ Col. Larry F. Icenogle, Commandant, Defense Information School, memorandum, "Elimination of the Introduction to Journalism -- Reserve Component (IJ-RC) Course from the Defense Information School curriculum," Jan. 15, 1999.

⁷² Telephone interview with the author April 21, 1999.

⁷³ Mission statement taken from undated PAPA brochure provided by Lt. Col. Hiram Bell, director of PAPA, in March 1999. PAPA's website is <http://www.dtic.mil/armylink/papa/index.html>.

⁷⁴ Interview with Bell conducted Jan. 29, 1999, at the Public Affairs Proponent Activity offices, Bldg. 8607, 6th ACR Road, Fort Meade, Md.

⁷⁵ Author's draft, FM 46-1-1, *Public Affairs Tactics, Techniques and Procedures*, Office of the Chief of Public Affairs, undated, p. 1.

⁷⁶ Comments made during telephone interview with the author April 21, 1999.

⁷⁷ Quote extracted from sample appointment letter in the Army Reserve Ambassadors Operations Guide, March 1999.

⁷⁸ Memorandum from Lt. Col. Hiram Bell, Jr., director, PAPA, "Guidance for Purchase of Public Affairs Still and Broadcast Equipment," Jan. 11, 1999.

⁷⁹ Comments made during telephone interview with the author in April 1999.

⁸⁰ Information provided by Maj. Daniel R. Stoneking, National Guard Bureau Public Affairs, Arlington, Va., during a telephone interview in April 1999.

⁸¹ Author's draft, FM 46-1-1, p. 103, "Community Assistance."

⁸² Memorandum, "Public Affairs Support of Nuevos Horizontes," from Maj. Gen. Craig Bambrough, Deputy Commanding General for the U.S. Army Reserve Command, distributed to commanders of all major commands in the USAR, dated March 22, 1999.

⁸³ Comments made in an e-mail message sent to the author in March 1999.

⁸⁴ Comments made at the Army Reserve's 1999 Public Affairs Strategic Communications Planning Course March 25-28, 1999, Atlanta.

Bibliography

Books

Aukofer, Frank A. and William P. Lawrence. *America's Team: The Odd Couple: A Report on the Relationship Between the Media and the Military*. Nashville, Tenn.: The Freedom Forum First Amendment Center, 1995.

Emery, Edwin and Michael Emery. *The Press and America*. 4th Ed. Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1978.

Ethiel, Nancy, ed. *The Military and the Media: Facing the Future*. Chicago: The Cantigny Conference Series, Robert R. McCormick Tribune Foundation, 1998.

Fuller, Jack. *News Values: Ideas for an Information Age*. Chicago: University of Chicago Press, 1996.

Neuman, Johanna. *Lights, Camera, War: Is Media Technology Driving International Politics?* New York: St. Martin's Press, 1996.

Schwartzstein, Stuart J.D., ed. *The Information Revolution and National Security: Dimensions and Directions*. Washington, D.C.: The Center for Strategic & International Studies, Significant Issues Series, Volume XVIII, Number 3, 1996.

Toffler, Alvin and Heidi Toffler. *War and Anti-War*. Boston: Little, Brown and Co., 1993.

Periodicals and Articles

Alexander, Edith and John Cooper and Doug Wilkinson, eds., "Distance Learning Pilot," briefing to Col. Icenogle, commandant, Defense Information School, Sept. 18, 1998.

Apple Jr., R.W., "Twenty-five Years Later; Lessons from the Pentagon Papers," *The New York Times*, June 23, 1996.

Baker, Brent, "War & Peace in a Virtual World," *Proceedings*, U.S. Naval Institute, April 1997.

Boomer, Walter, "Stop Whining," *Proceedings*, U.S. Naval Institute, July 1997.

Bridges, Richard M., "Have We Learned Our Lesson?" *Army*, August 1995.

Bunker, Robert J., *Information Operations and the Conduct of Land Warfare*. Arlington, Va.: The Institute of Land Warfare, Association of the United States Army, Land Warfare Paper No. 31, October 1998.

Cassella, James P., "Media on the Battlefield Training at the National Training Center: A Question of Resources." Fort Leavenworth, Kan.: Master of Military Art and Science thesis for the U.S. Army Command and General Staff College, 1998.

Donahue, Lee, "Personnel Proponent Update," Public Affairs Proponent Activity briefing, Fort Meade, Md., Jan. 26, 1999.

Dunlap, Charles J., *Technology and the 21st Century Battlefield: Recomplicating Moral Life for the Statesman and the Soldier*. Carlisle Barracks, Pa.: Strategic Studies Institute, U.S. Army War College, Jan. 15, 1999.

Dunsmore, Barrie., "The Next War: Live?" Discussion Paper D-22, The Joan Shorenstein Center on the Press, Politics and Public Policy, John F. Kennedy School of Government, Harvard University, March 1996.

Fischer, Carl E., "Public Affairs in the 21st Century A Force XXI Multiplier," monograph for the School of Advanced Military Studies, U.S. Army Command and General Staff College, Fort Leavenworth, Kan., December 1996.

Galloucis, Michael S., "The Military and the Media," *Army*, August 1996.

Goure, Daniel, "The Impact of the Information Revolution on Strategy and Doctrine," *The Information Revolution and National Security*. Washington, D.C.: The Center for Strategic & International Studies, 1996.

Grange, David L. and James A. Kelley, "Information Dominance," *Army*, March 1997.

Hickey, Neil., "Ten Mistakes That Led to the Great CNN/Time Fiasco," *Columbia Journalism Review*, September/October 1998.

Hume, Stephen, "War in cyberspace," *The Gazette* (Montreal), page B3, Feb. 28, 1999.

Hutton, James E. and Arthur N. Tulak, "Public Affairs' Emerging Role in Information Management," *Military Review*, December 1998-February 1999.

Kalb, Marvin, interview of William J. Perry, "The Pentagon and the Press," *Harvard International Journal of Press/Politics*, Vol. 1, No. 1, Winter 1996.

Levins, Harry, "Covering the Military Must be Learned the Hard Way," *St. Louis Post-Dispatch*, page B5, March 7, 1999.

McClain Jr., Charles W. and Garry D. Levin., "Public Affairs in America's 21st Century Army," *Military Review*, November 1994.

Moskos, Charles C. and Thomas E. Ricks., "Reporting War When There is No War," *Cantigny Conference Series Special Report*, Robert R. McCormick Tribune Foundation, 1996.

Moffett, George, "How Media Blitz Alters Peacekeeping Missions," *The Christian Science Monitor*, Jan. 11, 1996.

Mullery, Richard, "National Security and the Media," syllabus for Lesson No. 2-10-L/S, U.S. Army War College, Carlisle Barracks, Pa., Sept. 9, 1998.

Nash, William L., "The Military and the Media in Bosnia," *Press/Politics*, The MIT Press, Vol. 3, 1998.

Neff, Steven S., "The United States Military vs the Media: Constitutional Friction," *Mercer Law Review*, Mercer University Press, Vol. 46, 1995

Newell, Mark R., "Tactical-Level Public Affairs and Information Operations," *Military Review*, December 1998-February 1999.

Reimer, Dennis J., "Senior Leader Communications" letter, Aug. 3, 1995.

Reimer, Dennis J., "Media Coverage of Operations and Deployments" letter, Dec. 8, 1995.

Reimer, Dennis J., "Army-Media Relations" memorandum to Army Leaders, Sept. 26, 1997.

Reimer, Dennis J., "Army-Media Relations: An Update" letter, Sept. 29, 1998.

Rendon Jr., John. W., "The Information Warrior," *The Information Revolution and National Security*. Washington, D.C.: The Center for Strategic & International Studies, Volume XVIII, Number 3, 1996.

Seaquist, Larry, "The Ten-Foot-Tall Electron: Finding Security in the Web," *The Information Revolution and National Security*. Washington, D.C.: The Center for Strategic & International Studies, Volume XVIII, Number 3, 1996.

Sennott, Charles M., "Absence of NATO military secrecy seen as source of concern," *The Boston Globe*, April 8, 1999.

Siegel, Pascale Combelles, "Target Bosnia: Integrating Information Activities in Peace Operations." Washington, D.C.: DoD Command and Control Research Program, Institute for National Strategic Studies, National Defense University, January 1998.

Stech, Frank J., "Winning CNN Wars," *Parameters*. Carlisle Barracks, Pa.: U.S. Army War College, Vol. XXIV, No. 3, Autumn 1994.

Strobel, Warren P., "The CNN Effect: How Much Influence Does the 24-Hour News Network Really Have on Foreign Policy," *American Journalism Review*, May 1996.

Tice, Jim, "Sending the Right Signal/Information as a Weapon," *Army Times*, May 18, 1998.

Tice, Jim, "A new officer specialty for the Information Age," *Army Times*, Jan. 25, 1999.

Tulak, Arthur N. and James E. Hutton, "Information System Components of Information Operations," *Military Review*, September-November 1998.

Willey, Barry E., "The Military-Media Connection: For Better or For Worse," *Military Review*, December 1998-February 1999.

Government Publications

"Army Crisis Communications Preparation Guide," Office of the Chief of Public Affairs, Washington, D.C., January 1999.

Field Manual 33-1, *Psychological Operations*, Washington, D.C.: Headquarters, Department of the Army, U.S. Government Printing Office, Feb. 18, 1993.

Field Manual 46-1, *Public Affairs Operations*, Washington, D.C.: Headquarters, Department of the Army, U.S. Government Printing Office, May 1997.

Field Manual 46-1-1 (coordinating draft), *Public Affairs Techniques and Procedures*, Washington, D.C.: Headquarters, Department of the Army, U.S. Government Printing Office, February 1999.

Field Manual 100-5, *Operations*, Washington, D.C.: Headquarters, Department of the Army, U.S. Government Printing Office, June 14, 1993.

Field Manual 100-6, *Information Operations*, Washington, D.C.: Headquarters, Department of the Army, U.S. Government Printing Office, Aug. 27, 1996.

Handbook, "Public Affairs Officer Course -- Reserve Component," Defense Information School, Directorate of Public Affairs and Journalism, Fort George G. Meade, Md., undated.

Joint Publication 3-61, *Doctrine for Public Affairs in Joint Operations*, Washington, D.C.: Chairman of the Joint Chiefs of Staff, U.S. Government Printing Office, May 14, 1997.

Office of the Chief of Public Affairs. *Vision 2000: Public Affairs into the 21st Century*, Washington, D.C.: Department of the Army, April 1994.

Pamphlet 600-3, *Commissioned Officer Development and Career Management*, Washington, D.C.: Headquarters, Department of the Army, U.S. Government Printing Office, Oct. 1, 1998.

Other documents

"Army Reserve Ambassadors Operations Guide," Office of the Chief, Army Reserve, Public Affairs and Liaison Directorate, March 1999.

Bambrough, Craig. "Public Affairs Support of Nuevos Horizontes," memorandum to commanders of all major commands in the USAR, March 22, 1999.

Bell, Jr., Hiram. "Guidance for Purchase of Public Affairs Still and Broadcast Equipment," memorandum to all public affairs unit commanders, public affairs officers and units resource managers, Jan. 11, 1999.

Bernath, Clifford H. "Standard Operating Procedures for the Department of Defense National Media Pool," Assistant Secretary of Defense for Public Affairs memorandum, June 16, 1997.

Icenogle, Larry F. "Elimination of the Introduction to Journalism -- Reserve Component (IJ-RC) Course from the Defense Information School curriculum," memorandum to Director of Training, AFIS, Jan. 15, 1999.

Office of the Chief, Army Reserve (OCAR) memorandum, "OPMS XXI Implementation in the USAR," Feb. 19, 1999.

Schoel, Randy. "Public Affairs Implications of Information Operations," memorandum to Maj. Gen. John Meyer, Chief of Army Public Affairs, Jan. 6, 1997.